MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

BHE3024 – BASIC HUMAN RESOURCE CONSULTING

(All sections/Groups)

14 JULY 2023
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: Case Study (40 Marks)

MALAYSIA AIRLINES "SLIGHTLY AHEAD OF SCHEDULE" RECOVERY

KUALA LUMPUR: Khazanah Nasional Bhd's biggest loss-making investee company Malaysia Airlines Bhd (MAB) is "slightly" ahead of schedule of its recovery plan, while the issues of other loss-making companies under its portfolio have mostly been resolved.

Khazanah Nasional Bhd managing director Tan Sri Azman Mokhtar said 28 months into the implementation of the recovery plan, the national carrier might be able to break even and be profitable by 2018. "The aviation industry is uncertain but their money flow is recovering," he said. Khazanah committed RM6 billion as part of the recovery plan slated for a period of 60 months, according to Khazanah of which, more than RM5 billion has been spent thus far.

In October 2016, MAB CEO Peter Bellew said there was no need for extra funding from its sole shareholder Khazanah as the targets were being met. Some of the key milestones in 2016 were the appointment of Bellew to helm MAB, the formation of Malaysia Aviation Group and the establishment of the Malaysian Aviation Commission.

On issues at other loss-making companies in its portfolio, Azman said, most of them are being resolved. For example, the country's sole semiconductor and wafer company Silterra Malaysia, saw positive earnings before interest, tax, depreciation and amortisation in 2016. Azman "a few" of the companies and catalytic investments are yet to be profitable as they are in the developmental stage."

"It's important that we focus on the medium to long term (value creation) because the companies need this period of growth," Azman said. He said gains from Alibaba Group Holding Ltd, amounting to US$987.3 million (RM4.3 billion), have been seeded into 24 new technology investments, such as Garena, Aemulus and Blippar. Of the 24 companies, 15 are direct investments and eight are investments in funds. Uber is an example of an indirect investment of Khazanah, which is yet to be profitable.

Adapted from : http://www.thesundaily.my/news/2128712

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QUESTIONS

(a) After the tragic incidents of MH17 and MH370, how does Malaysia Airlines Berhad react in gaining customer's trust in using their airlines?

(10 marks)

(b) If you are the consultant hired by Malaysia Airlines Berhad, discuss **TEN (10)** strategies that you would suggest the company to improve.

(20 marks)

(c) Discuss **FIVE (5)** internal factors that affect Malaysia Airlines Berhad that requires your consulting services.

(10 marks)

SECTION B: Structured Questions (60 Marks)

ANSWER ALL QUESTIONS

QUESTION 1

In a global business environment, managers face various encounters such as customer searching for the best product and prices, not including pressure from internal and external forces that affect organizational business nature.

Discuss **FIVE (5)** forces that may impact organizations whereby it can be an opportunity for consulting organizations in providing their services.

(20 marks)

QUESTION 2

When a team is at peak performance, it manifests a certain climate and behavioural characteristics. High-performing teams act in ways that "make the task the boss," and they work on continuous improvement in *what* they are doing and *how* they are achieving results.

Describe **TEN (10)** characteristics required of a high-performing consulting team.

(20 marks)

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QUESTION 3

One useful service that consultants can provide to clients is helping them think through the barriers and drivers of change in their organization, especially when clients choose to implement solutions themselves.

Discuss **FOUR (4)** resistances that consultants encounter when implementing change in organization.

(20 marks)

End of Paper.